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Coaching to Unlock Hidden Creativity in Your Organization

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- Founded in 2000
- Trained 502,000+ Lean Six Sigma professionals
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- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ and PMI
- Academic Partnerships with Ohio State University, Notre Dame, Cal Poly and George Washington University

Select Customers:



Today's Program

- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Speaker:
 - Jameson Rehm, Mount Carmel Health System
- Open Discussion and Questions



About Our Presenter



Jameson Rehm

*Process Improvement Manager
Mount Carmel Health System*

Agenda

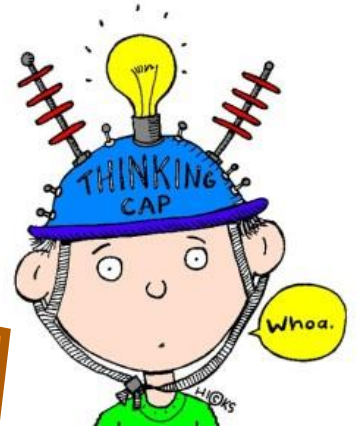
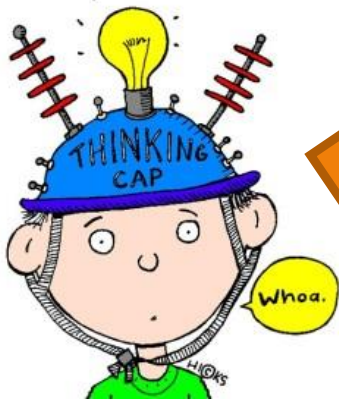
1. Background
2. Clarification
3. GROW™ model
4. Mental Mapping
5. Effective questioning
6. Conclusion
7. Question and Answer

Why Coaching Matters

“When I want to, I perform better than when I have to. I want to for me, I have to for you. Self-motivation is a matter of choice.”

Why Coaching Matters to Me

- Philosophy
- Professional Growth
- Cultural Transformation



What does *coaching* mean?

Is this coaching? True or False

1. Bob's manager sees him in the hall. She says: "Bob I saw your report from last quarter, looks like your numbers are taking a dive. I need those problems fixed NOW!"

What does *coaching* mean?

Is this coaching? True or False

2. Sue sees her colleague Jim in the cafeteria, and she strikes up a conversation. They talk about some problems Jim is having managing his department. Sue asks him questions and in doing so, Jim figures out some ways he can turn things around.

What does *coaching* mean?

Is this coaching? True or False

3. Sam and Casey sit down for Sam's annual performance evaluation and discuss his progress toward his goals for this fiscal year.

To begin, it's important to understand how coaching is different from mentoring and performance counseling.



Further, there are different roles and responsibilities for each of these development activities.

Partnership Centered

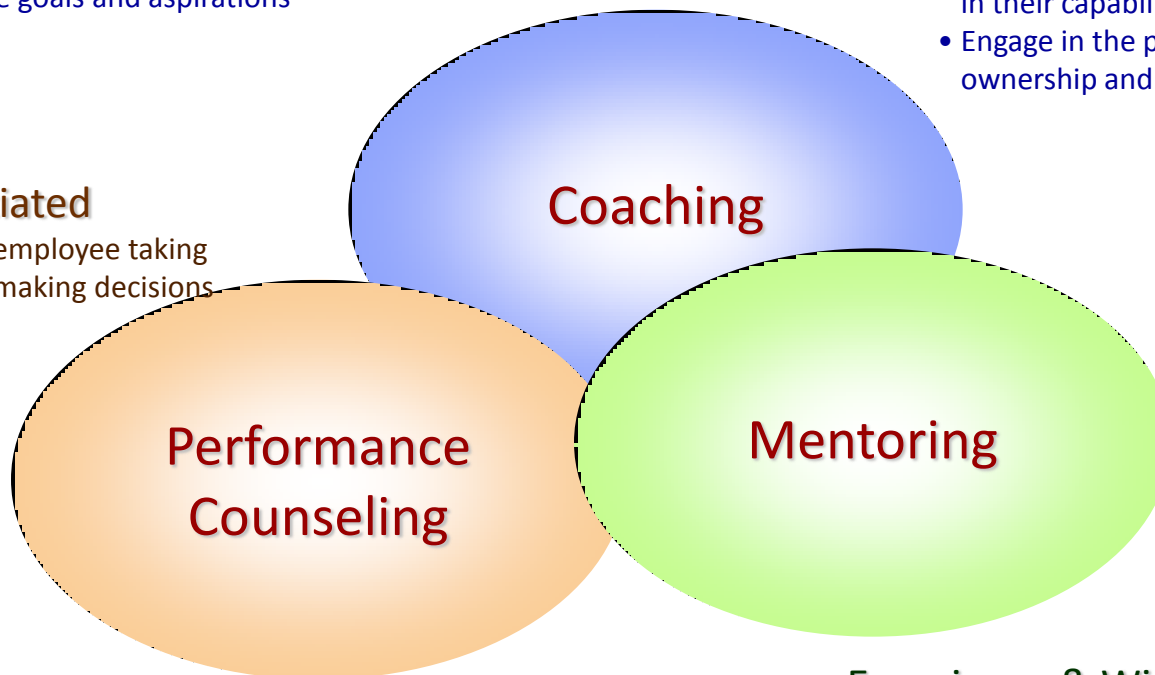
- Understand your coachees' goals and aspirations, as well as the performance level they need to achieve business objectives
- Facilitate a discovery process that supports the coachee to create a plan to achieve goals and aspirations

Formal & Informal

- Support and challenge the coachee to reflect on their effectiveness, and grow in their capabilities
- Engage in the process together, building ownership and commitment

Supervisor Initiated

- Be resolute in the employee taking responsibility and making decisions
- Work with tough situations before they become serious problems



Performance
Counseling

Coaching

Mentoring

Expertise Focused

- Influence the mentee's development & growth through insights & examples
- Support requested by mentee and voluntary by mentor

Problems & Issues

- Collect the facts through observation and documentation of behavior patterns
- Maintain a dialogue in addressing the problems and issues

Experience & Wisdom

- Serve as the trusted advisor by sharing experience, insights, and nuggets of wisdom
- Provide tools to help the mentee perform to their potential

Successful coaching requires being mindful of what coaching ‘is’ and ‘is not’ and that both individuals understand their roles and act in accordance.

Coaching is. . .	Coaching is not. . .
... accomplished through conversations, which can occur in formal sessions or informal discussions.	... an event that allows a box to be checked.
... supporting the exploration of potential growth areas – where the individual leads in their own development.	... being the expert, becoming judgmental, and/or “fixing” someone.
... listening and reflecting back what you hear to help one get a better grasp of his/her thinking.	... controlling or dominating the conversation.
... asking questions that facilitate discovery and explore ways to grow and develop.	... trying to repair the past or solve unsolvable problems.
... being in the present – staying connected to what the individual is thinking about and working on.	... “zoning in & out” of the conversation, or allowing one’s thinking to get ahead of what’s happening.
... building an atmosphere of trust, honesty, and mutual respect for each other.	... manipulating each other, breaking confidentiality, and/or not holding to open & honest dialogue.

Coach’s Role

What to do...

- Prepare/Mindfulness
- Treat each other with mutual respect
- Value where s/he is
- Do the work of coaching

Coachee’s Role

What to do...

- Prepare/Mindfulness
- Treat each other with mutual respect
- Welcome guidance & support
- Do the work of development

GROW TM*

STEP 1: G = Goal

- Start by clarifying the goal(s) of the conversation.

STEP 2: R = Reality

- Next, help the person being coached to articulate the current situation.

STEP 3: O = Options

- Help develop options for the person

STEP 4: W = Way Forward

- Finally, focus on identifying a specific action (or two) as a next step, keeping accountability for taking action with the employee being coached.

More Effective Questions

- Open Questions
 - Avoid yes or no answers
- Descriptive not Defensive
- Gradually Increasing Detail

Sounds simple right?
So, what gets in our way?

Mindset of Coach and Coachee

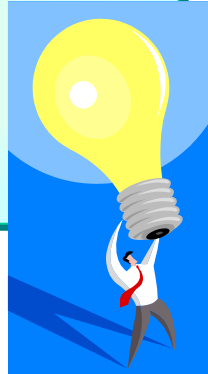
SELF-AWARENESS

Interpersonal effectiveness begins with self-knowledge and understanding.

To be effective in building relationships and coaching, it is essential to understand your:

- Values & Beliefs
- Personal & Corporate Goals
- Style Skill Level

so that you have a realistic picture of self.



Being open to a fresh perspective or different way without having preconceived ideas of how it should be.

EMOTIONAL TRIGGERS

Understanding yourself means knowing what triggers you – what leads you to engage or withdraw – what leads you to become excited, frustrated, sad, etc.

- Biases
- Past History
- Personal “Baggage”



As we enter into coaching conversations, each person will probably be coming from a different mental map that will need to be considered.



Coach's Mental Map

Anticipating response
and planning answers

Hopeful

Nervous

Curious, what is he/she
going to say?

**What thoughts, feelings, and concerns do you
have just prior to coaching someone?**



Coachee's Mental Map

Anxious, worried

Nervous

Defensive

Cautious

Pessimistic

**What thoughts, feelings, and concerns do you
have just prior to being coached?**

Use of Self involves honing in on three critical areas: Self-awareness, Learner's Mindset, and Emotional Triggers.

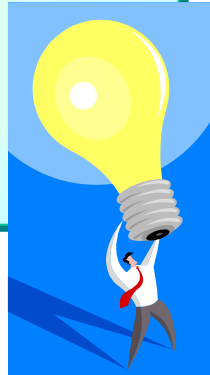
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LEARNER'S MINDSET

Being open to a fresh perspective or different way without having preconceived ideas of how it should be.

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More Effective Questions

Talk to Eliza

```
* I have problems getting motivated
> Can you elaborate on that?
* Sometimes I hide in my office so I don't have to
talk to anyone
> Does that trouble you?
* Yes
> I understand.
* Thanks
> OK... "Sometimes you hide in your office so you
don't have to talk to anyone". Tell me more.
* If I have a problem that's really hard, or I need to
push people, It makes me uncomfortable.
> What does that suggest to you?
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Input:

Why would people choose to talk to computer programs to be happier and more effective?

Questions

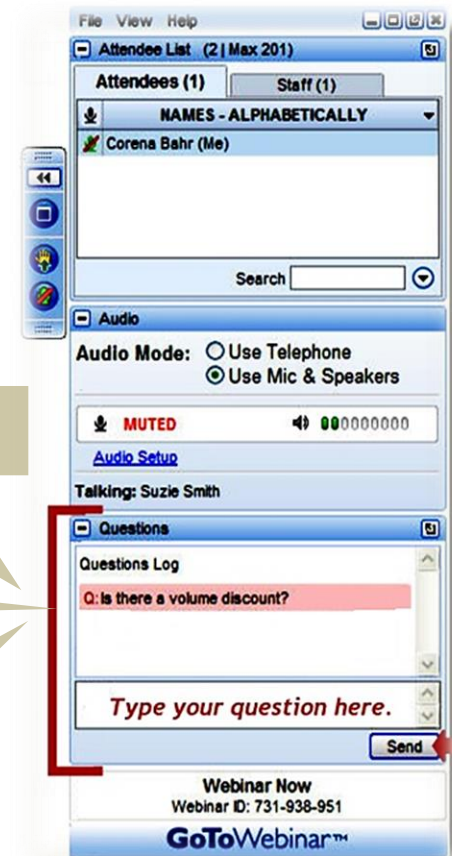


Jameson Rehm

How have you handled

Have you ever encountered

Would you explain more how you've approached



Concluding Thoughts

- What can you do today to build awareness and responsibility?
- For your coworkers?
- For yourself?



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- [Free resources](#), e.g. tutorials, articles, on-demand webcasts



Thank you for joining us

Questions? Comments about today's program?



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Join us next month:

Friday, November 20th – Training Kaizen Leaders

Archived presentations and other materials:

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